

DEPARTMENT OF THE NAVY

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SECNAVINST 1754.1A ASN(M&RA)(FSF)

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#### SECNAV INSTRUCTION 1754.1A

From: Secretary of the Navy To: All Ships and Stations

Subj: DEPARTMENT OF NAVY (DON) FAMILY SERVICE CENTER PROGRAM

Ref:

- (a) DoD Instruction 1342.22, of 30 Dec 92 "Family Centers" (NOTAL)
- (b) Navy QOL Family Service Center Master Plan of 17 Apr 98 (NOTAL)
- (c) USMC QOL Master Plan of 13 Feb 98 (NOTAL)
- (d) Title 10, U.S.C. 1588. "Volunteer Reimbursement"
- (e) DoD Directive 1400.33, of 10 Feb 88 "Employment and Volunteer Work of Spouses of Military Personnel" (NOTAL)
- (f) Pub. L. No. 98-94 (1983) "Acceptance of Voluntary Services for Military Museums and Family Support Programs"
- (g) Pub. L. No. 103-337 (1994) "Increased Authority to Accept Voluntary Services"
- (h) DoD Instruction 1402.5 of 19 Jan 93 "Criminal History Background Checks on Individuals in Child Care Services" (NOTAL)
- (i) DoD Directive 4001.1, of 4 Sep 86 "Installation Management" (NOTAL)
- (j) DoD 4165.63-M, of Sep 93 "DOD Housing Management" (NOTAL)
- (k) OPNAVINST 1750.1D, of 27 Jun 94, "Navy Family Ombudsmen Program" (NOTAL)
- (1) MCO P1754.20, of 23 Feb 94, "Marine Corps Key Volunteer Network" (NOTAL)
- (m) SECNAVINST 5211.5D, of 17 Jul 92, "DON Privacy Act (PA) Program"
- (n) SECNAVINST 6320.23, of 7 Feb 90, "Credentials Review and Clinical Privileging of Healthcare Providers"
- (o) BUMEDINST 6320.66B, of 3 Nov 97, "Credentials Review and Privileging Program" (NOTAL)
- (p) SECNAVINST 6401.2A of 31 Jan 89, "Licensure and Certification of Health Care Providers"
- (q) SECNAVINST 1754.7, of 1 Feb 99 "Credentials Review and Clinical Privileging of Clinical Practitioners/ Providers in Department of the Navy Family Service Centers"

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- (r) OPNAVINST 1740.5, of 6 Nov 90, "Personal Financial Management Education, Training and Counseling Program" (NOTAL)
- (s) SECNAVINST 1752.4, of 2 Jul 96, "Sexual Assault Prevention and Response"
- (t) OPNAVINST 1752.1A, of 23 Mar 98, "Sexual Assault Victim Intervention Program" (SAVI)
- (u) DoD Instruction 1338.19, of 15 Jun 90, "Relocation Assistance Program" (NOTAL)
- (v) SECNAVINST 1754.6, of 14 Feb 91, "Relocation Assistance Programs for DON Military Personnel"
- (w) MCO 1754.3, of 1 Oct 92, "Marine Corps Relocation Assistance Program (RAP)" (NOTAL)
- (x) DoD Instruction 1332.35, of 9 Dec 93, "Transition Assistance for Military Personnel" (NOTAL)
- (y) DoD Instruction 1332.36, of 14 Feb 94, "Preseparation Counseling for Military Personnel" (NOTAL)
- (z) DoD Instruction 1332.37, of 29 Jun 94, Program to Encourage Public and Community Service Employment". NOTAL)
- (aa) OPNAVINST 1900.2, of 30 Aug 93, "Transition Assistance Management Program" (NOTAL)
- (ab) MCO P1754.5, of 17 Mar 95, "Marine Corps Transition Assistance Management Program Standing Operating Procedures" (NOTAL)
- (ac) SECNAVINST 5300.31, of 13 Jun 88, "Employment and Volunteer Work of Spouses of Naval Personnel"
- (ad) SECNAVINST 1754.5, of 17 Aug 90, "Exceptional Family Member Program"
- (af) MCO P1754.4A, of 4 Oct 97, "Exceptional Family Member Program" (NOTAL)
- (ag) DoD 6400.1-M, of Aug 92 "Family Advocacy Program Standards and Self-Assessment Tool" (NOTAL)
- (ah) SECNAVINST 1752.3A, 11 Sep 95, "Family Advocacy Program"
- (ai) OPNAVINST 1752.2A, 17 Jul 96, "Family Advocacy Program" (NOTAL)
- (aj) MCO P1752.3B, of 7 Jan 94, "Marine Corps Family Advocacy Program Standing Operating Procedures" (NOTAL)

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- ENCL: (1) Definitions
  - (2) FSC Readiness Support Capabilities and Key Functions
- 1. <u>Purpose</u>. To revise DON policy and assign responsibility for the implementation of Navy and Marine Corps Family Service Center (FSC) Readiness Support Capabilities and key functions. This instruction is a major revision of the former instruction and should be reviewed in its entirety.
- 2. Cancellation. SECNAVINST 1754.1.

## 3. Scope

- a. The FSC shall be the central delivery system for service member and family support and shall be designed to make maximum contributions to personnel, command, community and family readiness.
- b. Functions performed by FSCs are limited, in that they do not establish any legal rights or remedies on behalf of individuals and families being assisted by the FSC. Any failure to provide services described in this instruction may not be relied upon by any person, organization, or other entity, to establish the denial of any such rights or remedies.
- 4. <u>Definitions</u>. Terms used in this instruction are defined in enclosure (1).

### 5. Applicability

- a. Implementation of this instruction applies to the Active Duty Component of the Navy and Marine Corps.
- b. The following personnel are eligible for FSC services, subject to any restrictions in Status of Forces Agreements at overseas activities.
- (1) Active duty members of the military services and the Coast Guard, and their legal dependents.
- (2) Members of the Reserve Component of the military services and the Coast Guard, and their legal dependents, while on a call or order to active duty.

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- (3) Spouses and legal dependents of prisoners of war or personnel missing in action (POW/MIA) from the military services and the Coast Guard.
- (4) Non-foreign hire civilian employees of the Department of Defense (DoD) in overseas locations, and their legal dependents, for services which are not otherwise available in the local community.
- (5) On a space available basis, retired members of the military services and the Coast Guard, their legal dependents, and the legal dependents of members who were on active duty or retired at the time of death.
- c. At Base Realignment and Closure (BRAC) installations, services which are offered as part of military Transition Assistance Management Programs (TAMP), other than those specifically limited by law to service members, shall be available to military personnel and civilians on an equal basis. At non-BRAC installations, such services may be provided on a space available basis for civilians.

#### 6. Background

SECNAVINST 1754.1 established policy for FSCs in 1984. In 1992, reference (a) required core FSC services to be available for all military service and family members throughout In 1995, the Secretary of the Navy directed that a DoD. Comprehensive Assessment of Quality of Life Programs be conducted and Master Plans be developed for Navy and Marine Corps FSC Programs. The purpose of these Master Plans was to streamline and integrate FSC programs and services, build strong multi-functional human service delivery teams, provide commanding officers with flexibility to be more responsive to command and community needs and priorities, simplify marketing efforts, establish FSC staffing standards based on a per capita paradigm and develop effective funding strategies for key FSC functions. Navy and Marine Corps FSC Master Plans (references (b) and (c)) were approved by Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN(M&RA)) on 22 April 1998. These Master Plans formulated a Modernization Strategy for FSCs in the twenty-first century to include:

- (1) Reorganization of former FSC core programs as required by references (b) and (c) into four new FSC Readiness Support Capabilities and associated key functions: Operational Support, Mobility Support, Counseling and Advocacy Support, and Management and Technology Support (see paragraph 9).
- (2) Designation of Navy and Marine Corps FSCs into four geographic classifications based on availability of military and community human resources and population size: Regional, Heartland, Outside Continental United States (OCONUS) and Remote, and Satellite.
- (3) Establishment of a DON FSC <u>Staffing Standard for</u>
  Navy and <u>Marine Corps FSCs</u> which defines minimum staffing levels
  for each FSC Readiness Support Capability by geographic
  classification.
- b. Personal and family readiness are Department-wide goals for maintaining overall combat readiness and supporting DON recruitment efforts and retention of trained and experienced personnel. FSC programs and services enhance personal and family readiness by addressing such problems as prolonged family separations, single service member isolation and frequent relocations which result in increased stress upon individuals and family life. Active duty exit surveys consistently show these stressors to be primary reasons why service members choose not to remain on active duty.
- c. In times of conflict and peace, DON FSCs frequently act as a central coordinating human services agency to assess community needs, establish and maintain collaborative working relationships with community volunteers and military and civilian agencies, provide direct support services, and refer Navy and Marine Corps personnel and their family members to appropriate sources of assistance, as required. Such cooperation and collaboration are the essence of community readiness and facilitate coordinated responses to complex emergency scenarios as well as to on-going social problems such as violence within families and local communities.
- 7. <u>Mission</u>. Navy and Marine Corps FSCs exist to provide services which facilitate personal and family readiness and adaptation to life in the naval services. The primary mission of each FSC is to assist commands in achieving operational

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readiness, superior performance, member retention, and a reasonable quality of life for DON personnel and their families. Navy and Marine Corps commands and FSCs share the common goals of keeping healthy individuals and families strong, preventing individual and family dysfunction, and facilitating overall self-sufficiency and personal, family and community wellness. An effective strategy for achieving these goals is implementation of community-based and command/unit-based family support programs which assist community members in preventing, identifying, and resolving their own individual, family and community problems. Fundamental elements of successful community and unit-based programs include: common goals, shared responsibility, mutual investment and shared accountability.

## 8. Policy. In support of the DON mission:

- FSCs shall be established at all Navy and Marine Corps installations with 500 or more military members assigned, in This network of FSCs shall accordance with reference (a). provide reliable and useful information, referral, resources, assistance, adult and youth education and training, and counseling services that support and assist eligible personnel in maintaining a sound personal and family life as well as mission readiness. All military personnel and their family members at these locations shall have equal access to DON family support programs. Commanding officers (CO's) at DON installations with less than 500 military members assigned shall designate an officer who shall serve as the focal point for individual and family readiness. FSC Satellite Branch Offices of larger FSCs can be used to serve small Navy and Marine Corps communities.
- b. The FSC shall be an organizational component of the regional command or installation at which it is located, and shall work through the chain of command. The FSC shall provide consultation and support to regional, installation and unit CO's on individual and family support issues. FSC programs shall provide information and referral, education, and support directed toward reducing the stress associated with a mobile military lifestyle, and balancing the competing demands of the naval mission and the personal lives of service and family members.

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- c. FSCs shall deliver information, programs and services using a variety of human resource support delivery systems to include:
- (1) Traditional classroom and counseling settings (e.g. FSC on-site locations, outreach sites, ashore and afloat work spaces)
  - (2) Self-help multi-media approaches
- (3) Modern telecommunication technologies such as the Internet, teleconferencing, satellite broadcasting and cable television.
- d. FSC services shall be easily identifiable, located in areas highly accessible to eligible personnel including handicapped individuals and near other quality of life support services and organizations. FSC center-based facilities shall have adequate space for staff, as outlined in Navy and Marine Corps FSC staffing and facilities standards. Space requirements shall include reception areas, administrative spaces, storage areas, secure areas for sensitive materials, multi-media client resource areas, electronic and traditional classrooms, private office spaces for counselors and confidential access to remote counseling services. Whenever feasible, FSC physical integrity shall be maintained by locating all FSC programs, services and functions in a single facility or complex, with the exception of outreach sites which should be designed to reach into the community to serve special populations.
- e. Each Navy and Marine Corps FSC shall be provided adequate resources according to ASN(M&RA)-approved FSC Master Plans and the DON FSC Staffing Standard (references (b) and (c)) in order to acquire, develop and perform FSC key functions fully described in paragraph 9 and enclosure (1), definitions. During times of emergency, mobilization, large-scale deployment, repatriation, or evacuation, FSCs may be augmented, as needed, with additional fiscal, physical, and/or human resources.
- f. To maximize availability of human services and prevent duplication, the FSC program shall promote coordination, cooperation, and collaboration with other DON, DoD, and civilian

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community support programs (e.g. Chaplains, Relief Societies, etc.). Maintaining effective liaison with various community support programs is essential to meeting the FSC mission.

- g. FSCs shall establish effective electronic and traditional linkages and share information, model programs, training, and resource materials with family support liaisons in Reserve and National Guard Components. Such linkages are essential in times of crisis and mobilization. Crisis response preparedness activities and plans should therefore include linkages with the Reserve and National Guard Components.
- h. Triennial needs assessment using the Chief of Naval Operations (CNO) or Commandant, Marine Corps (CMC) standardized research instruments and methods shall be conducted to determine the unique support requirements of eligible personnel residing in FSC catchment areas. Needs assessment findings may be supplemented with information from program evaluations, advisory councils, focus groups and/or other sources of client and customer feedback. FSC resource distribution which supports key functions within each Readiness Support Capability shall be determined by needs assessment and supplemental data as well as DON and DoD policy.
- i. In geographic areas with more than one military Family Center, needs assessments, program development, scheduling, implementation and evaluations should be fully coordinated among these Family Centers. Memorandums of Understanding (MOU's) shall be established, as needed, to clearly delineate shared goals, roles and responsibilities.
- j. In the tradition of "taking care of our own," service members, family members, and retirees should be recruited and engaged as volunteers, to the maximum extent feasible, to augment existing FSC staff and to facilitate installation-wide citizen involvement in community-based family support programming in accordance with references (d) through (g).
- k. Quality standards for all FSC functional areas shall be established and implemented in accordance with DON and DoD policy.
- 1. The FSC Program shall be monitored and evaluated by means of a comprehensive evaluation system which shall include:

- (1) A triennial inspection (USMC)/accreditation (USN) of each FSC, conducted by the Service Headquarters or its designee, to ensure compliance with quality standards and associated evaluation criteria which are established and regularly monitored by the Naval Personnel Command (NAVPERSCOM; (NPC)) and Headquarters Marine Corps (Manpower and Reserve Affairs) (Personal and Family Readiness Division) (HQMC(M&RA) (MR)).
- (2) A triennial community needs assessment/customer satisfaction evaluation which assesses the needs and priorities of commands, service and family members.
- (3) An assessment of the impact of the four Readiness Support Capabilities and key functions of FSCs on commands, service and family members.
- (4) An Annual FSC Management Information Report due to ASN(M&RA) by 1 February of each year.
- m. The Annual FSC Management Information Report shall provide the following data:
  - (1) Total programmed and executed funds.
- (2) Total authorized and filled manpower positions for each FSC in the following categories: government services, military personnel and contract personnel.
- (3) Total client contacts (see enclosure (1), definitions) and service use patterns.
- (4) A summary of the results of the most current FSC triennial needs assessment, customer satisfaction evaluations and description of key initiatives underway to address community needs and priorities.
- (5) A summary of current initiatives used to inform DoD personnel, retirees, and their families of FSC programs and services, as well as volunteer opportunities.

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- (6) Total number of active volunteers (see enclosure (1), definitions) and volunteer hours currently supporting operations for each FSC. For annual reporting purposes, FSCs should determine the total number of individuals who have performed FSC functions in the specified 12-month period and the cumulative number of volunteer hours.
- (7) A list of all Navy and Marine Corps installations with 500 or more military members assigned, the number of eligible personnel and family members in each FSC catchment area, and the inspection/accreditation status of each FSC.
- (8) A description of family support initiatives for those installations with less than 500 active duty and/or reserve personnel.
- (9) A summary of the impact of the four FSC Readiness Support Capabilities and key functions on commands, service members, and family members and a description of collaborative efforts with other Federal, State and civilian agencies for family support.
- (10) A list of FSCs involved in crisis response exercises and actual emergencies such as natural disasters, mobilizations, repatriations, evacuations and mass casualty scenarios.
- n. FSC staff members and volunteers shall be cross trained to perform functions within the readiness support capability to which they have been assigned.
- o. Navy and Marine Corps Masters Plans for FSCs shall contain the DON FSC Staffing Standard and a plan for resourcing each FSC readiness support capability and associated key functions.
- p. FSC staff, including volunteers, who have regular contact alone with children under the age of 18, shall receive criminal history background checks in accordance with reference (h).
- q. FSCs shall assist commanders in meeting installation and operational mission requirements consistent with references (i) and (j).

r. FSCs shall provide support and training to Navy Ombudsmen and Marine Corps Key Volunteers in accordance with references (k) and (1).

## 9. FSC Readiness Support Capabilities

- a. It is essential that FSCs seek economies of scale, create partnerships, share resources, and coordinate FSC programs and services in order to maximize service delivery to eligible populations. To most effectively achieve these goals, key functions performed by FSCs (formerly known as core programs) have been streamlined into four Readiness Support Capabilities. All FSCs must resource and provide these Readiness Support Capabilities, and perform all key FSC functions described below:
- (1) Operational Support includes FSC services that directly support operational requirements related to deployment and mobilization by preparing service and family members to better anticipate and understand the physical and emotional demands associated with deployment. This Readiness Support Capability keeps service members personally ready and focused so they can perform their mission. Types of key functions within this readiness support capability include: Deployment Support, Return and Reunion Programs, Ombudsman and Key Volunteer Network Support, Crisis Response Services, Life Skills Education, Personal Financial Management, Outreach Services (e.g., command unit liaison), Sexual Assault and Rape Prevention and Response Services, and Information and Referral Services.
- (2) Mobility Support includes FSC services that support the mobile military lifestyle by facilitating successful relocations, transitions to civilian life, career decision making, job seeking, and adjustments of service and family members to life in the military. Types of key functions include: Relocation Assistance, Transition Assistance, Employment Assistance, and Exceptional Family Member Support.
- (3) <u>Counseling and Advocacy Support</u> includes FSC services that provide clinical counseling, advocacy and support services, victim intervention and related prevention education. Types of key functions include: clinical counseling, victim advocacy, family advocacy and new parent support.

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- (4) Management and Technology Support includes the overarching FSC management structure that ensures high quality human service delivery, seeks cost efficiencies, develops community partnerships, serves as the government's on-scene technical expert and point of contact, manages and oversees human services contracts (if required), markets FSC programs and services (with emphasis on outreach to command leaders), and maximizes staff productivity using mechanisms such as automated information systems, distance learning technologies, and multimedia human service delivery systems. Types of key functions include: FSC management and administrative support, contract management, information management, distance learning support services, multi-media technology support, marketing, community partnerships, military facilities management, and volunteer/retiree coordination.
- b. After FSC Readiness Support Capabilities and key functions are fully resourced and meeting command and community needs, FSCs may provide additional support services which are consistent with the FSC mission and purpose. These services shall not relieve other DON elements of the requirements of their mission either by statute, or by DON or DoD policy.
- Confidentiality. Many of the individual and family problems revealed when eligible personnel seek assistance from the FSC are intensely personal, and in some cases, can place social acceptance, professional standing, and career progression of service members at risk. For this reason, information concerning individuals seeking service from the FSC must be treated with the highest degree of confidentiality. All FSC personnel must ensure careful and sensitive handling of case information. All records, except statistical records where individual identity cannot be determined, shall be maintained and protected within the rules of the Privacy Act in FSC or Family Advocacy Program (FAP) records management systems and this instruction. Prior to obtaining information from a client the FSC must execute a Privacy Act Statement and advise the client about the uses of collected information. FSCs and commands shall also ensure compliance with respect to client records and provider/practitioner records kept as part of an FSCs clinical quality assurance program. Further guidance is provided in reference (m).

Credentials Review and Clinical Privileging of Clinical Providers. Clinical counseling services and counseling referral services for active duty service members and their families have been core functions of Navy and Marine Corps FSCs since their inception. References (n) and (o) require all health care providers to be either credentialed, if they are clinical support staff, or both credentialed and privileged if they are health care practitioners. Health care providers include clinical providers who provide clinical counseling in FSCs and, as such, must be either clinically privileged or under the supervision of a clinically privileged practitioner, in accordance with references (p) and (q). Clinical counseling provided in DON FSCs is intended to be problem-focused and "brief." "Brief treatment" is not specifically defined in terms of an absolute number of sessions nor for a finite time period. The intent is to focus counseling on well-defined problem areas amenable to relatively brief intervention/treatment. Clinical providers shall possess the clinical expertise to assess disorders contained in the standard nomenclature of the Diagnostic and Statistical Manual of Mental Disorders (DSM) for the purposes of appropriate referral and provision of quality client services. NAVPERSCOM(NPC-6) and HQMC(M&RA)(MR) shall serve as the corporate privileging authority, issuing privileging quidance, monitoring for compliance and taking appropriate action in cases of non-compliance.

## 12. Responsibilities and Procedures. CNO and CMC shall:

- a. Establish a FSC Program consistent with the policy and program quidance in this instruction.
- b. Develop and implement FSC Master Plans. Submit updated Plans to ASN(M&RA) for review and approval by 1 February of each year. FSC Master Plans shall address FSC classifications, funding, staffing standards, service delivery systems which will ensure equitable access to high quality support services regardless of duty location, and key functions to be performed by FSCs.
- c. Ensure sufficient fiscal, physical, and personnel resources are provided to carry out the requirements of this instruction. Ensure staff and administrative support is proportional to the population being served by each FSC.

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- d. Provide consultative services to regional, installation and unit CO's, the chain of command, and the Secretary of the Navy, as needed, regarding individual, family, command and community support matters. This includes community education and technical assistance on the effective execution of the FSC Program.
- e. Ensure maximum cooperation among Active Duty and Reserve Component DoD Family Support Programs.
- f. Establish quality standards and inspection/accreditation requirements and procedures. Conduct triennial FSC needs assessments and inspection (USMC)/accreditation (USN) visits. Report annual status of such research and visits as required.
- g. Issue clinical counseling and credentialing guidance, designate privileging authorities, establish monitoring procedures, and ensure appropriate actions are taken, especially in cases of non-compliance.
- h. Determine the impact of the FSC Program on command, personal and family readiness.
- i. Provide a qualified family program representative to represent CNO/CMC at meetings with DoD and other government and civilian community organizations. Keep ASN(M&RA) informed of all actions considered by such groups which would modify or impact upon DON policy and guidance in this instruction. ASN(M&RA) shall represent the combined interests of the Navy and Marine Corps at meetings with DoD.
- j. Provide an annual FSC Management Information Report to the ASN(M&RA) as required by 1 February of each year.

13. Report. Symbol DD-P&R(A)1910(1754) is assigned to the requirements contained in paragraph 8k and is approved in accordance with SECNAVINST 5214.2B.

Carolyn Becraft

Assistant Secretary of the Navy (Manpower and Reserve Affairs)

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#### DEFINITIONS

- 1. Active Volunteers: For quarterly reporting purposes, active volunteers are considered to be those individuals who have contributed at least 1 hour of volunteer time during the specified quarter performing FSC functions. For annual reporting purposes, FSCs should determine the total number of individuals who have performed FSC functions in the specified 12-month period and the cumulative number of volunteer hours.
- 2. Client Contacts. Each time a command or client contacts the FSC in person, by phone or in writing, the FSC shall count one contact. Examples: One education and training contact is counted for each briefing or class session (8 hours or less) a client attends. One information and referral contact is counted each time a separate staff member assists the client with FSC and/or community information and referrals. One counseling contact is counted for each counseling session. One contact is counted for each person attending the counseling session.
- 3. Clinical Counseling. Services provided to individuals, couples or families to monitor or treat mental health-related problems. Such services include assessment, diagnosis and treatment planning, as well as the initiation, alteration or termination of a course of clinical care. During intake or delivery of counseling services, if it is determined that clients have organic impairment, a diagnosable mental illness or psychological dysfunction, or long-term counseling needs, appropriate referrals shall be made.
- 4. Crisis Response Assistance. Provision of immediate, short-term assistance in response to an acute crisis situation, designed to initiate actions necessary for restoration of functioning to the pre-crisis level. The typical steps are designed to:
  - (1) reduce disabling tension and anxiety,
  - (2) initiate adaptive problem solving, and

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- (3) develop plans for additional/further assistance. The goals of crisis assistance are limited in scope and include relief of presenting symptoms, identification of remedial measures, and linkage to additional source(s) of on-going assistance.
- 5. Distance Learning. A system and a process that connects learners with distributed learning resources. Distance learning is characterized by (a) a separation of place and/or time between instructor and learner, among learners, and/or between learners and learning resources, and (b) interaction between the learner and the instructor, among learners and/or between learners and learning resources which are delivered through one or more media (e.g. video tele-training, correspondence courses, etc.)
- 6. Employment Assistance. A program conducted by specially trained counselors who help military spouses, other family members, and DoD military personnel find public and private sector employment. The program includes, but is not limited to, workshops, career counseling, self-employment skill building, job referrals, and guidance on self-employment in government quarters.
- 7. Exceptional Family Member Program. Provides a full range of assistance to service and family members with a special needs family member. Such services may include but are not limited to assistance with Exceptional Family Member Program registration and basic information and referral to medical, counseling and educational service providers, support groups and respite care providers.
- 8. <u>Family Advocacy</u>. Services that address the prevention, identification, intervention, evaluation, rehabilitation, follow-up and reporting of spouse abuse, child abuse and child neglect.
- 9. <u>Family Members</u>. Includes those individuals for whom the member provides medical, financial, and logistical (e.g.

housing, food, clothing) support. This includes, but is not limited to, the spouse, children under the age of 21, (or older if unmarried and a full-time student, or unmarried, incapable of self support due to physical incapacity, and dependent upon sponsor of over half of support) or elderly adults, and persons with disabilities.

- 10. Family Support System. The network of agencies, programs, services and individuals that supports military readiness by preventing or ameliorating family stressors; promoting healthy family and community environments; and assisting DoD personnel to reduce family/relationship problems so they are able to balance the competing demands of their professional and personal lives.
- 11. <u>Information and Referral Services</u>. The active linkage of individuals with unresolved information needs with the source(s) and/or resource(s) that are best capable of addressing those needs. Information and referral embodies a continuum of assistance that includes answering questions, simple referrals, complex referrals and case advocacy. Examples of subject areas include, but are not limited to, social services, schools, child care, elder care, adoption, volunteerism and community resources.
- 12. Life Skills Education and Support. Includes prevention and enrichment programs designed for individuals, couples, and families. Prevention and enrichment programs provide knowledge, social and relationship skills, and support throughout the family life cycle by enhancing self-esteem, strengthening interpersonal competencies, and offering educational activities to individuals and families for their respective roles, tasks, and responsibilities. This category includes programs focused on personal, family and community wellness.
- 13. <u>Member</u>. Includes any member of a military service on active duty or in the Ready Reserve. This includes members of

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the Coast Guard only when it is operating as a Service of the Navy. The term active duty member, when used here, refers to duty when orders specify a period in excess of 30 consecutive days.

- Mobilization and Deployment Assistance. Programs and support activities designed to help single and married DoD personnel and their families to manage successfully the challenges of mobilization and deployments before, during, and Deployment support programs help reduce after they occur. personal and family emergencies and stress during deployments. Additionally, they assist members and families in dealing with separation. The goal is to increase individual and family morale, unit cohesion, and operational readiness by keeping military service members at their place of duty and functioning well during deployments and as appropriate during activation of Reserve personnel. Family Centers also support deployment readiness by providing information and counseling to assist members responsible for developing family care plans.
- 15. <u>Multi-Media Human Service Delivery Systems</u>. These systems include but are not limited to self-help resource centers, traditional education, information and counseling services, modern telecommunication technologies (e.g. Internet/Intranet, teleconferencing, satellite broadcasting, and cable television), printed materials, support groups, train-the-trainer programs, community partnerships, audio/video/CD ROM materials, computer based training, etc.
- 16. Outreach. Ensures delivery of services to geographically or socially isolated families, families new to the military or to the installation, geographically separated family members, foreign born spouses and others with special needs. Outreach efforts and programs shall provide a systematic method of assessing the needs of the military community, organizing the delivery of services, and identifying and developing needed services. Outreach shall focus on education and prevention, direct services, and organizing support networks to encourage self-help.

- 17. Personal Financial Management Program. Programs conducted by specially trained counselors who provide personal and family financial education, information services, and assistance, including, but not limited to, consumer education, advice and assistance on budgeting and debt liquidation, retirement planning, and savings and investment counseling.
- 18. Relocation Assistance. Provides support, information, preparation and education for managing the demands of the mobile military lifestyle. The program provides continued support throughout the entire assignment process. Essential components include, but are not limited to, briefings, workshops, sponsorship training, in-bound and out-bound counseling, lending locker, and emergency services.
- 19. <u>Transition Assistance</u>. Services which assist military members in making successful transitions from their military careers to civilian employment and community life. Such services include benefits counseling, information and referral to military and civilian agencies capable of providing services which address identified needs, outplacement and relocation assistance and verification/translation of military education and training into civilian community equivalents.
- 20. <u>Volunteer Coordination</u>. Enhances the effective recruitment, reimbursement, training, supervision, recognition, logistical support for and use of volunteers on an installation. Additionally, it facilitates the linkage of civilian community volunteer agencies and clearinghouses.

#### FSC READINESS SUPPORT CAPABILITIES AND KEY FUNCTIONS

- 1. Operational Support includes FSC services that directly support operational requirements related to deployment and mobilization by preparing service and family members to better anticipate and understand the physical and emotional demands associated with deployment. This Readiness Support Capability keeps service members personally ready and focused so they can perform their mission. Types of key functions within this Readiness Support Capability include:
- a. Deployment and Mobilization Support. FSCs shall work in conjunction with Active and Reserve Component commands and their Navy Ombudsmen/Marine Corps Key Volunteer organizations to ensure the flow of information relative to mobilization and deployment, and to provide support and assistance to command leaders, members and their families throughout the deployment cycle. Every effort should be made to provide pre-, mid- and post-deployment services for Navy and Marine Corps commands, and service and family members.
- b. Return and Reunion Support. FSCs shall work with deploying commands to plan and implement programs designed to facilitate smooth re-entries into family life and local communities following deployments and mobilizations.
- c. Ombudsmen and Key Volunteer Network Support. FSCs shall provide training, consultation and community information and referral services for Navy Ombudsmen and Marine Corps Key Volunteers. Additionally, they shall provide liaison and support services for Ombudsmen/Key Volunteer Councils, Assemblies, Chairpersons and At-Large Officials. Further guidance is contained in references (k) and (l).
- d. <u>Crisis Response Services</u>. FSCs frequently serve as a focal point of the command's response to personal and family needs during natural disasters, mobilization, repatriation, critical incidents and mass casualties. Additionally, they provide humanitarian and crisis response services consultations upon request from command leaders and first responders (e.g. fire, police, medical personnel, and professional/volunteer

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colleagues, etc.). To this end, FSCs shall participate in command crisis response exercises, and shall develop installation specific, humanitarian action plans. FSCs shall develop and exercise protocols for dealing with violent and dangerous individuals (e.g. suicidal clients, violent client behavior, terrorist scenarios).

- e. Life Skills Education. FSCs shall ensure the availability of youth and adult educational programs designed to assist individuals and families in meeting the special challenges of military family life. These programs shall assist attendees in developing skills in such areas as communication, parenting, relationships, stress management, conflict resolution, anger management, sexual assault and rape prevention, and suicide prevention. This category includes programs that promote personal, family and community wellness.
- Personal Financial Management Support. FSCs shall ensure the availability of proactive financial education, training and counseling. Emphasis should be placed on personal and family financial planning and budgeting. While prevention is key, FSCs shall ensure that lifecycle financial planning is available to every service member throughout the career of the service member. FSCs shall utilize internal and external referral resources, e.g. Legal Services Offices, Navy Marine Corps Relief Society, Consumer Credit Counseling Services, service credit unions, cooperative home extension programs, and When referral agencies are not available, FSCs shall others. ensure that adequate services are available and personnel delivering those services, whether staff or volunteers, are qualified. If designated as a Command Financial Specialist (CFS) Training Site, FSCs shall ensure that training is in accordance with reference (r).
- g. Outreach Services. FSCs shall identify at-risk and special needs populations (e.g., single parents; foreign born spouses; first term of service members and spouses; youth-at-risk, etc.) and provide programs and services designed to meet their unique needs. When such programs or services are available, affordable and accessible within the local community, referrals should be made to these services. Outreach services

should be scheduled at times and places which accommodate the needs of targeted FSC clients. Outreach efforts should be established to provide services in work and recreational spaces or living areas to ensure easy access. To ensure a military mission focus, FSCs shall at a minimum, outreach to command leaders on a regular basis to assess command needs and priorities and provide appropriate programs, services and community referrals.

- h. <u>Sexual Assault and Rape Prevention and Response</u>

  <u>Services</u>. FSCs shall assist commands in recruiting, training and supporting professional staff and volunteers who provide prevention education and victim services for victims of rape and sexual assault. Further guidance is contained in references (s) and (t).
- Information and Referral Services. FSCs shall provide timely and accurate information and referrals for individuals needing support services which are available in military and civilian communities. Referrals of personnel to health care providers will be in accordance with TRICARE guidance. shall have available information on health care resources, personal, family and marital counseling, relocation assistance, sponsorship programs, housing information, child care resources, elder care resources, legal assistance, financial counseling and assistance, employment assistance, education resources, recreational services, consumer services, and other personal and family support services. An essential element in effective referral is initial assessment of individual and family needs to determine what resources are required to resolve related issues. The referral should be followed up, whenever feasible, to ensure that needs were met.
- 2. Mobility Support includes FSC services that support the mobile military lifestyle by facilitating successful relocations, transitions to civilian life, career decision making, job seeking, and adjustments of service and family members to life in the military. Types of key functions within this Readiness Support Capability include:

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- a. Relocation Assistance. FSCs shall provide predeparture assistance, post-arrival settling-in services, relocation counseling, and housing information and referral services for all military personnel and family members who are relocating, transitioning, or separating from military service. Additionally, they shall maintain the DoD electronic relocation information and referral database and ensure the establishment and continued support of an installation Relocation Assistance Coordinating Committee which is designed to promote collaboration among relocation support organizations. Outside Continental United States (OCONUS), FSCs shall also provide intercultural relations training. Further guidance is contained in references (u), (v), and (w).
- b. <u>Transition Assistance</u>. FSCs shall provide a Transition Assistance Management Program (TAMP) which ensures a comprehensive range of services to separating and retiring service members and their families. Services include preseparation counseling, outplacement assistance, information and referral services, career and job search assistance, military skills and training verification, enrollment of eligible service members in the public and community service (PACS) registry, and promotion and use of the Transition Bulletin Board (TBB) and the Defense Outplacement Referral Service (DORS). References (x), (y), (z), (aa), and (ab) provide additional guidance.
- c. Employment Assistance: The Navy Spouse Employment Program (SEAP) and the Marine Corps Career Resource Management Center (CRMC) are integral parts of the FSC. They shall assist family members, and separating and retiring service members in making career decisions and developing employment search skills through counseling, information, referral and educational programs. Reference (ac) provides additional guidance.
- d. Exceptional Family Member Support. FSCs shall provide information, referral, and support groups, as needed, for service and family members enrolled in the Exceptional Family Member Program. FSCs shall maintain liaison with appropriate military and civilian community support services that provide early intervention, medical, medically related, and special educational services. Additional guidance is contained in references (ad), (ae), and (af).

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- 3. Counseling and Advocacy Support includes FSC services that provide clinical counseling, advocacy and support services, victim intervention and related prevention education. Types of key functions within this Readiness Support Capability include:
- Clinical Counseling Services. FSC counselors shall assist eligible personnel with individual, marriage, family and group counseling, as needed. Counseling is intended to be short-term solution-focused and limited to defined problem areas (e.g. situational problems such as academic, occupational, parent/child, marital, or intra-familial violence problems) rather than long-term which is needed to affect overall personality change associated with "mental disorders" such as chronic depression, schizophrenia, or organic impairment. Counselors are to work with clients to identify and clarify the nature and extent of their problem(s), and to develop a cooperative plan for solving problem(s). Long-term counseling needs shall be referred to military or civilian medical treatment facilities, if of a medical nature, or to appropriate approved community counseling resources. Further guidance is contained in references (n), (o), (p) and (q).
- Family Advocacy: The Family Advocacy Program (FAP) is an integral component of the FSC. The FAP addresses prevention, identification, intervention, evaluation, rehabilitation, follow-up, and reporting of spouse and child abuse and neglect. Victim safety and protection, offender accountability, rehabilitation education and counseling, and community accountability/responsibility for appropriate responses to family violence are the primary goals of the program. Community cooperation at each installation, with fully integrated policies, prevention and intervention initiatives, is an important first step towards effective reduction and elimination of family violence. Key military and civilian partners to accomplish this community cooperation include but are not limited to: medical, legal, law enforcement, clergy, education, social services, government, and employers. Further guidance is contained in references (ag), (ah), (ai), and (aj).
- c. <u>Victim Advocacy</u>. FSC staff shall assist clients in conducting situational assessments, developing safety plans and accessing community resources including legal assistance, victim support and victim restitution programs.

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- d. <u>New Parent Support</u>. For those FSCs designated as New Parent Support Program sites, the FSC shall identify and screen new parents, provide prevention education programs, and information and referrals to appropriate community support services.
- 4. Management and Technology Support includes the overarching FSC management structure that ensures high quality human service delivery, seeks cost efficiencies, develops community partnerships, serves as the government's on-scene technical expert and point of contact, manages and oversees human services contracts (if required), markets FSC programs and services (with emphasis on outreach to command leaders), maximizes staff productivity using mechanisms such as automated information systems, distance learning technologies, and multi-media human service delivery systems, and ensures staff receive sufficient formal and informal training and guidance in order to perform the duties of their positions. Types of key functions within this Readiness Support Capability include:
- a. FSC management and administrative support includes all management, administrative, reception and customer service functions required to ensure operation of the FSC including personnel, fiscal and physical resource management and liaison/outreach to command leaders.
- b. Contract management includes development of statements of work and/or monitoring (contract officer representative responsibility or contract technical assistant responsibility) of contracts for personnel, material and/or program support services within the FSC.
- c. Information Management includes maintaining hardware/ software and training support for all FSC databases and statistical reporting systems. Also includes responsibility for ensuring that FSC program managers and higher authorities receive statistical data reports in a timely fashion.
- d. Distance learning support services include design and presentation of multi-media information systems, graphics,

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educational materials and instructional strategies required to deliver FSC information, programs and services using modern telecommunication technologies.

- e. Multi-media technology support includes installation, operations, maintenance, training, troubleshooting, secure storage and scheduling the use of equipment associated with the delivery of FSC information, programs and services via the Internet, teleconferencing, satellite broadcasting and cable television.
- f. Marketing includes development and implementation of communication strategies and distribution of advertising and public relations materials which are used to inform commands, service and family members of the availability of FSC information, programs, services, locations, hours of operation, policies, procedures, etc.
- g. Community partnerships include development of cooperative working relationships between FSCs and other military and civilian agencies/organizations which facilitate greater access to available resources and services, and integration of policies and procedures for the benefit of eligible beneficiaries.
- h. Military facilities management includes ensuring the security and proper maintenance of FSC facilities (e.g. building, grounds, property, etc.).
- i. Volunteer/retiree coordination includes recruiting, screening, placement, training, support, supervision and recognition of FSC volunteers who provide support services to FSC clients (e.g. active duty, reserves, retirees, civilians and family members). This includes provision of work spaces, materials and equipment needed to perform assigned FSC functions. FSCs shall provide volunteers with information and referrals to other agencies and organizations seeking volunteers in service to the community. FSC volunteers are eligible for reimbursement from appropriated and non-appropriated funds, in accordance with references (d), (f) and (g).